



**Metropolitan Police Department**  
*Office of Professional Responsibility*  
**MOA Compliance Monitoring Team**



Metropolitan Police Department  
and  
U. S. Department of Justice

Memorandum of Agreement  
Progress Report



April 15, 2002

**In the time we have it is surely our duty to do all the good we can to all the people we can in all the ways we can. – William Barclay**

## Introduction

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In January 1999, Chief Ramsey and District of Columbia Mayor Anthony Williams asked the United States Department of Justice to review the Metropolitan Police Department's practices as they related to police use of force.

In March 2001, the Department of Justice concluded its review, and later entered into a Memorandum of Agreement with the District of Columbia and the Metropolitan Police Department. They joined together in order to minimize the risk of excessive use of

This agreement... has already caused the implementation of a variety of citizen-friendly changes in the procedures used for receiving, investigating, and resolving misconduct allegations.

force, promote the use of best available practices and procedures for police management, and to build upon the significant improvements that the MPD had already made. The Agreement was signed on June 13, 2001. The Agreement built upon the work MPD started during the course of the review, and further provided that an Independent Monitor, jointly selected by the parties, would evaluate the implementation of the Agreement. This agreement has helped provide the foundation for meaningful reforms. It has already caused the implementation of a variety of citizen-friendly changes in the procedures used for receiving, investigating, and resolving misconduct allegations.

This progress report represents one of the Agreement's paragraphs that requires the Metropolitan Police Department to provide quarterly reports of its endeavors to the Department of Justice and the Independent Monitor. When the balance of the reforms contained in the agreement are implemented, the Metropolitan Police Department will be a model for the nation on how to uphold the rule of law while using force only when and to the extent necessary.

This progress report is the first submitted by the Department's new Compliance Monitoring Team. The Compliance Monitoring Team was created by Chief of Police Charles H. Ramsey to ensure the timely implementation and compliance of the Memorandum of Agreement. Additionally, this document reflects the new format in which the Metropolitan Police Department will submit its progress reports. Future reports will clearly delineate endeavors that occurred during the reporting period from endeavors that were completed during previous periods. This first edition will report actions and events occurring since the inception of the Compliance Monitoring Team.

## Compliance Monitoring Team

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In February 2002, Chief Ramsey made several management changes related to the oversight of the Department's Memorandum of Agreement responsibilities. He promoted Joshua Ederheimer to Inspector and designated him as the Compliance Monitor (per MOA paragraph #173) and assigned supervision of the project to Assistant Chief Kim C. Dine of the Office of Professional Responsibility. Since that time, the Metropolitan Police Department has engaged in a plethora of activities to help ensure that the Department completes its commitments enumerated in the Memorandum of Agreement. The first major reform was the creation of the Compliance Monitoring Team.

The initial task of the Compliance Monitoring Team was to reengineer the Department's processes as it related to the implementation of Memorandum of Agreement requirements. A core group of persons was identified, and they engaged in a series of brainstorming and strategic planning sessions. As a result, they developed a detailed organizational plan that describes the Department's strategic approach to meet the requirements of the Memorandum of Agreement. The organizational plan provides strategic focus and direction that includes: mission and authority; vision and values; organizational structure; stakeholder identification, activities and strategies, and coordination of new policies. Subsequently, the Compliance Monitoring Team identified eighteen organizational elements (fifteen internal and three external) that have responsibility for completing various Memorandum of Agreement requirements. Individual task lists were created for each of the elements. The Compliance Monitoring Team Organizational Plan was completed on March 1, 2002, and a copy was forwarded to the Department of Justice on March 12, 2002.

The CMT developed a detailed organizational plan that describes the Department's strategic approach to meet the requirements of the Memorandum of Agreement.

The core group of individuals who developed the Compliance Monitoring Team's strategic plan was designated as the "Leadership Group" responsible for coordinating the Department's Memorandum of Agreement items. The Leadership Group has been extremely active, and meets every Monday and Thursday. Aside from implementing the Department's new compliance monitoring structure, the Leadership Group has been busy drafting and updating new Department policies and procedures for review by the Department of Justice and ultimate approval by the Chief of Police. In addition, the Leadership Group has coordinated activities in the various topic sections included in this progress report.

Furthermore, the Compliance Monitoring Team Executive Committee met on Friday, March 22, 2002. The Executive Committee consists of executive-level members of the Metropolitan Police Department and the City. Executive Committee members have

ultimate responsibility to ensure that various aspects of the Memorandum of Agreement that fall into their responsibility area are met.

The Executive Committee was briefed on the new structure and policies of the Compliance Monitoring Team, whereupon they confirmed their support and accountability for task attainment in their areas of responsibility.

In May, 2002, the Compliance Monitoring Team will meet with other Department' Subject Matter Experts to update them and advise them of upcoming activities and requirements.

## **General Orders and Policies**

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The Metropolitan Police Department recognizes the importance of implementing sound Use of Force related policies and procedures. The Compliance Monitoring Team initially identified twenty-two (22) General Orders and/or policies that were directly affected by the Memorandum of Agreement.<sup>1</sup> Due to the complexity of the tasks, the twenty-two orders have been grouped into seven themes, and subsequently prioritized for completion. Coordinating the Department's efforts in this area is one of the Compliance Monitoring Team's most important responsibilities.

It should be noted that the Metropolitan Police Department received a lengthy correspondence from the Department of Justice dated January 10, 2002. The correspondence contained a variety of comments regarding several of the Department's Memorandum of Agreement-related draft policies and procedures. Matrices reflecting changes incorporated into new draft policies as a result of the letter have also been completed by the Compliance Monitoring Team.

Adhering to this prioritized structure, the Metropolitan Police Department submitted the following seven documents to the Department of Justice on March 12, 2002:

1. Use of Force General Order
2. Use of Force General Order Revision Matrix based on January 10, 2002, Department of Justice letter
3. Use of Force Investigations General Order
4. Use of Force Investigations General Order Revision Matrix based on January 10, 2002, Department of Justice letter
5. Use of Force Incident Report Form Application Summary
6. Use of Force Incident Report Form Example<sup>2</sup>
7. Use of Force Incident Report Form Revision Matrix based on January 10, 2002, Department of Justice letter

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<sup>1</sup> This number does not include General Orders linked to the identified orders in which only minor changes will be needed.

<sup>2</sup> Note: This is an automated form that had been printed out for demonstration and review purposes

Further, the Metropolitan Police Department submitted the following nine documents to the Department of Justice on April 15, 2002;

1. Handling of Service Weapons General Order
2. Handling of Service Weapons General Order Revision Matrix based on January 10, 2002, Department of Justice letter.
3. Use of O.C. Spray General Order
4. Use of O.C. Spray General Order Revision Matrix based on January 10, 2002, Department of Justice letter.
5. Canine Teams General Order
6. Canine Teams General Order Revision Matrix based on March 15, 2002, Department of Justice letter.
7. Force-Related Duty Status Procedure General Order
8. Performance Assessment Management System (PAMS) Special Order<sup>3</sup>
9. Carrying Weapons Aboard Aircraft General Order

Additionally, in order to assist senior police managers who have Memorandum of Agreement expertise or operational responsibilities related to General Order or policy development, separate responsibility matrices for individual units were created. Subsequently, a series of meetings have been initiated in which these responsibilities have been individually communicated, and joint task completion timelines will be developed. It should be noted, however, that all documents completed by any taskholder must be reviewed by the Compliance Monitoring Team for policy integration and consistency purposes.

The following meetings have occurred between the Compliance Monitoring Team and below-listed individuals in alphabetical order:

- Commander Jose Acosta, Commanding Officer, Special Operations Division, March 27, 2002. (Canine and ERT)
- Lieutenant Alveta Dennis and Lieutenant Silvia Hamelin, MPD Civilian Complaint Review Liaison Unit, March 27, 2002. (OCCR)
- Ms. Nola Joyce, Senior Executive Director, Office of Organizational Development, March 22, 2002. (General Orders)
- Captain Kevin Keegan, Commanding Officer, Operations Command, March 27, 2002. (Special Mission Units)
- Mr. Kevin Morrison, Executive Director, MPD Office of Corporate Communications, March 27, 2002. (Outreach Plans)
- Assistant Chief Shannon P. Cockett, Institute of Police Science, March 28, 2002. (Training)

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<sup>3</sup> This Special Order represents an interim policy until the Personnel Performance Management System is implemented. This Special Order updates and replaces the Department's current Early Warning Tracking System Special Order.

The Compliance Monitoring Team will continue to meet with various senior managers during the next reporting period.

## **Investigations**

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In the past, it had become clear that the Metropolitan Police Department had not met community expectations, nor police industry standards, as it related to use of force investigations. As a result, Chief of Police Charles H. Ramsey established the Force Investigation Team.

Since its inception in January 1999, the Force Investigation Team has evolved into the new national model for police use of force investigations. The team, which took a business-related perspective to force investigations, has been recognized for its high quality investigations and unique approach to use of force issues. Law enforcement agencies from throughout the United States and abroad have studied the team's operations, and in 2000, the International Association of Chiefs of Police (IACP) and Motorola named the Force Investigation Team one of the top ten quality law enforcement units in the world. Moreover, the team has been nominated for the 2001 IACP Civil Rights Award in Law Enforcement.

Since its inception in January 1999, the Force Investigation Team has evolved into the new national model for police use of force investigations.

The Department of Justice recognized the quality of the work conducted by the Force Investigation Team, and the Memorandum of Agreement specifically expands the Force Investigation Team's role within the Metropolitan Police Department. Accordingly, the agreement called for the expansion of the Force Investigation Team's duties to include incidents of less than lethal uses of force.

The Metropolitan Police Department assigned twelve members and a manager to the Office of Professional Responsibility in order to create a second Force Investigation Team (referred to as FIT-2). On January 1, 2002, the new team became operational and all instances of serious use of force, as defined in the Memorandum of Agreement, were reallocated from individual organizational elements to the Office of Professional Responsibility.

Investigative protocols were established to comply with the requirements of the Memorandum of Agreement. A copy of the revised Force Investigation Team Organizational Plan and Operations Manual reflecting these protocols was submitted the Department of Justice on February 5, 2002, and to the Independent Monitor on April 8, 2002. A draft of the Department's Use of Force Investigations General Order was submitted to the Department of Justice on March 12, 2002.

Further, copies of Force Investigation Team investigations were submitted to the Independent Monitor on Monday, April 8, 2002, as noted in the Independent Monitor section of this report.

Finally, the Force Investigation Team continues its efforts to remain a cutting-edge investigative team with high integrity by continuing its efforts to identify new ways to efficiently and objectively investigate use of force incidents.

## **P o l i c e   C a n i n e**

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On May 4, 2000 the Metropolitan Police Department implemented an interim canine policy and has initiated significant improvements in its canine operations. The Department of Justice acknowledged these improvements in paragraph #94 of the Memorandum of Agreement. Improvements include the introduction of a new handler-controlled alert training curriculum, and the purchase of professionally bred canines.

On April 13, 2002, a draft of the Department's Canine Team General Order was submitted to the Department of Justice. Documentation of related training curriculums and required certifications will be submitted during the next reporting period.



Canine demonstration for DOJ & the USAO,  
February 8, 2002

Further, as noted above, the Force Investigation Team has been tasked with investigating all canine bites as defined in the Memorandum of Agreement. Copies of two of the canine bite preliminary reports were submitted to the Department of Justice on February 5, 2002. Further, on March 20, 2002, Canine Unit bite statistics and bite ratios from 1999-YTD 2002, were submitted to the Department of Justice.

## **T r a i n i n g**

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Training and education are seminal components of the Metropolitan Police Department's Use of Force management. Several reforms were made at the Department's Institute of Police Science with regard to training.

The use-of-force continuum was developed and taught in the FY 2001 In-service Training Program. Also the pistol qualification lesson plan was revised to incorporate suggestions and recommendations made by the Department of Justice, and Simunitions, or role-playing training, was also revised. Safety procedures were also

adopted, including specific warnings that members must keep their fingers off the trigger of a firearm unless they planned to fire it.

In addition, as recommended by the Department of Justice, a curriculum development specialist was hired on April 24, 2000. The specialist, Mr. Byron Williams, has been tasked to review the learning objectives in each draft lesson plan, and to make recommendations on the adoption of new curriculums and plans.

Lesson plans from the Institute of Police Science for the Metropolitan Police Department's 2001 Phase-I Pistol Re-certification, Officer Street Survival, and Use of Force/Use of Force Continuum were previously submitted to the Department of Justice. The Metropolitan Police Department received comments from the Department of Justice on these items on January 10, 2002. Matrices and updated training curriculums will be provided during future reporting periods. Furthermore, a Firearms Checklist report and Institute of Police Science Use of Force Alignment Analysis was previously submitted to the Department of Justice.

Additionally, a draft Field Training Program Protocol and Training Assessment and Development Plan had been submitted to the Department of Justice. However, these items were returned to the Metropolitan Police Department by request pending confirmation by MPD that the documents are in final form.

The Metropolitan Police Department Institute of Police Science has instituted many reforms concerning Use of Force issues. These reforms will be provided with documentation during future reporting periods.

## **P e r s o n n e l P e r f o r m a n c e M a n a g e m e n t S y s t e m**

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The Metropolitan Police Department and the District of Columbia have committed to develop and fully implement a computerized relational database for maintaining, integrating, and retrieving data necessary for supervision and management of the Police Department and its personnel. The system has been designated the *Personnel Performance Management System (PPMS)*.

The ...data compiled as part of the PPMS will be used...by the Metropolitan Police Department to promote civil rights integrity and best professional police practices.

The computerized data compiled as part of the PPMS will be used regularly and affirmatively by the Metropolitan Police Department to promote civil rights integrity and best professional police practices. The data will help the Department manage the risk of police misconduct and potential liability, and to evaluate and audit the performance of its members. The PPMS will be used to promote accountability and proactive management and to identify, manage, and control at-risk officers, conduct, and situations.



The Metropolitan Police Department invested a significant amount of time and energy developing a comprehensive Request for Proposal (RFP) for the Personnel Performance Management System. The RFP was issued on December 19, 2001. Furthermore, on February 9, 2002, the Metropolitan Police Department was notified that it had been awarded a grant in the amount of five hundred thousand dollars (\$500,000.00) from the Office of Community Policing Services of the U.S. Department of Justice. The grant (award #2001CKW XK090), will be used to partially fund the new system.

In regards to the RFP, the Metropolitan Police Department received two vendor proposals as a result of the contract solicitation. Accordingly, the Metropolitan Police Department has identified a PPMS Selection Committee. The members have been identified as;

- Assistant Chief Kim C. Dine, Committee Chair
- Mr. Walter Collier, MPD Chief Technology Officer
- Inspector Joshua Ederheimer, Office of Professional Responsibility
- Inspector Ira Grossman, Office of Quality Assurance
- Lieutenant Linda Nischan, Office of Professional Responsibility
- Lieutenant Clyde Porter, Office of Professional Responsibility
- Mr. Mike Jacks, D.C. Office of the Chief Technology Officer<sup>4</sup>

The following contractors from the Institute for Law and Justice will serve as advisors to answer technical questions, but will not be voting members of the committee:

- Tom McEwen
- Laurie Samuel
- Maureen O'Connell

All of the above PPMS Selection Committee members have signed disclaimers certifying that they have no financial interest or connection with the two companies that have submitted proposals.

The PPMS Selection Committee had a planning/strategy meeting for the review of the PPMS proposals on Tuesday, March 12, 2002. A PPMS Procurement Plan was completed and submitted to the Office of Contracting and Procurement on March 14, 2002. The PPMS Selection Committee met on March 28, 2002, where the vendor proposals were distributed.

At the request of the Department of Justice, copies of the two vendor proposals were submitted on April 15, 2002. At the direction of the District of Columbia Office of Contracting and Procurement, representatives of the Department of Justice will be asked to sign confidentiality agreements concerning the PPMS vendor proposals.

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<sup>4</sup> New member replacing OTCO representative James Newman

The Selection Committee is currently reviewing the proposals and will schedule site visits and demonstrations as appropriate. Documentation of the Selection Committee's findings will be available in future reporting periods.

### *Performance Assessment Management System (PAMS)*

It should be noted that the Metropolitan Police Department realizes that the creation and implementation of the Personnel Performance Management System is several years from completion. However, the Metropolitan Police Department desired to implement PPMS-related reforms prior to the implementation of the computerized system. Accordingly, as an interim solution, the Metropolitan Police Department has enhanced its current computerized personnel monitoring system. The former Early Warning Tracking System (EWTS) and been upgraded with the Performance Assessment Management System (PAMS). A draft of the Performance Assessment Management System Special Order was submitted with this report. Nonetheless, the improvements have already been implemented.

PAMS captures much more information and is significantly more comprehensive than previous systems. PAMS mandates that Organizational Element Commanding Officers include commendations, awards, and medals or ribbons earned by the member in the commander's assessment, so that positive information can be viewed in context with other indicators. PAMS also requires assessment and follow-up, and assessment interviews may not be delegated and must be completed by the District Commander.

Moreover, Assistant Chiefs or equivalents must institute, track, and monitor recommendations and actions taken by Element Commanders or Directors as a result of assessment interviews and forward documentation of completion of the recommendation action (training, counseling, coursework, etc.) to the Office of Professional Responsibility.

## **Department of Justice**

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Since the creation of the Compliance Monitoring Team in February 2002, there has been a great deal of interaction between the Metropolitan Police Department and the Department of Justice. Notwithstanding telephone calls, electronic messages, and a series of meetings to select and sign a contract with an Independent Monitor, there have been several other contacts between the two Departments.

The Compliance Monitoring Team and Department of Justice team leaders agreed to discuss Memorandum of Agreement items every Monday morning.

Further, the Metropolitan Police Department has hosted two Use of Force-related demonstrations for attorneys from the Department of Justice and the United States Attorney's Office. The demonstrations are described in the Other Activities section of this report.

There have also been several items of correspondence that have been exchanged between the Departments regarding Memorandum of Agreement implementation items. The Department of Justice delivered a letter dated March 4, 2002, citing concerns regarding the Memorandum of Agreement. The Metropolitan Police Department provided a response on March 5, 2002. Further, another letter was sent by the Department of Justice on March 15, 2002, whereupon the Metropolitan Police Department responded on March 19, 2002. These items involved discussion of completion timelines related to the Memorandum of Agreement and remain on record with the Compliance Monitoring Team.

Finally, members of the Compliance Monitoring Team met with members of the Department of Justice on February 12, 2002, to discuss issues described in the January 10, 2002, Department of Justice letter to the Metropolitan Police Department. Additionally, another meeting was held on Tuesday March 12, 2002, in which a series of deliverables as described in the General Orders and Policies section of this report were submitted to the Department of Justice.

The Metropolitan Police Department continues its partnership with the Department of Justice to jointly complete the requirements of this Memorandum of Agreement.

## **I n d e p e n d e n t   M o n i t o r**

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The Memorandum of Agreement requires that the Metropolitan Police Department and the Department of Justice jointly select an Independent Monitor who will review, report, and assist on matters related to the Agreement's implementation. The Request for Proposals (RFP) seeking prospective Independent Monitors was issued in August, 2001.

There were a total of 10 applicants, although one group dropped out of the selection process prior to the initiation of interviews. The initial round of interviews occurred on November 28, 2001, and November 30, 2001. The second round of interviews occurred on January 14, 2002, and January 15, 2002. The ten applicants are listed below.

1. Akin Gump
2. Alexandria Group of MPRI\*
3. Carroll Buracker & Associates (dropped out prior to interviews)
4. Doar, Rieck, & Mack\*
5. Fried, Frank, Harris, Shriver, & Jacobson\*

6. KPMG / Dyer, Ellis & Joseph\*
7. Kroll\*
8. Nowicki, Perez, et. al.
9. Minnick Law Firm
10. Watrous, Ehlers, Mielke, & Goodwin

\* indicates applicants that advanced to second round of interviews.

On March 28, 2002, the Metropolitan Police Department and the law firm of Fried, Frank, Harris, Shriver & Jacobson jointly announced that Michael R. Bromwich had been selected as the Independent Monitor.

On March 28, 2002, the Metropolitan Police Department and the law firm of Fried, Frank, Harris, Shriver & Jacobson jointly announced that Michael R. Bromwich had been selected as the Independent Monitor. Mr. Bromwich is a partner at the firm, and is head of the internal investigations, compliance and monitoring practice group there. A press release announcing the selection was issued on the aforementioned date.

Members of the Metropolitan Police Department Office of Professional Responsibility met with Mr. Bromwich for an initial one-hour meeting on Friday, April 5, 2002.

A subsequent two-hour meeting was held on Monday, April 8, 2002, in which Mr. Bromwich and his staff received an overview of the Metropolitan Police Department and its use of force investigations. The following documents/items were provided to Mr. Bromwich at that time:

- CD-ROM #1:
  - MPD Force Investigation Team Preliminary and Final Investigative Reports, April 1999 - April 2002
- CD-ROM #2:
  - MPD Compliance Monitoring Team Organizational Plan, dated March 1, 2002
  - Force Investigation Team Organizational Plan and Operations Manual, dated December 1, 2001
  - 2001 Force Investigation Team Annual Report
  - 1999 Force Investigation Team Annual Report
- Suggested Initial Contact List
- Article, *D.C. Police Lead Nation in Shootings; Lack of Training, Supervision Implicated as Key Factors*, Washington Post, November 15, 1998 (1st page only).
- MPD News Release, *Force Investigation Team Receives International Award*, Metropolitan Police Department, September 12, 2000.
- Article, *Deadly Force Plummets in D.C.*, Washington Post, January 31, 2001.
- Editorial, *An Impressive Police Reversal*, Washington Post, February 6, 2001.
- Article, *Not all Officers at "Dream" Rally were Patrolling*, Washington Post, August 29, 2000.

- Article, *How One Department Improved Deadly-Force Investigations Through Leadership Models and Business Theories*, Police Chief Magazine, October 2000.
- Article, *Using Experiential Learning Techniques To Emphasize Human Rights and Improve Quality in Law Enforcement*, Police Chief Magazine, November 2001.
- Article, *Reducing Use of Force in the Washington, D.C., Metropolitan Police Department*, Police Magazine, February 2002.
- Article, *Investigation of Police Use of Deadly Force: A New Model*, Subject to Debate, July 2001.
- Program Manual, Initiative for Civil Rights Awareness, Respect, and Empathy, Force Investigation Team.
- Compliance Monitoring Team Organizational Plan, March 1, 2002, (hard copy)
- 2001 Force Investigation Team Annual Report (hard copy)
- 2000 Force Investigation Team Annual Report (hard copy)
- 1999 Force Investigation Team Annual Report (hard copy)
- Metropolitan Police Department 2000 Annual Report
- Force Investigation Team Organizational Plan and Operations Manual, December 1, 2001 (hard copy)
- MPD Policing for Prevention Booklet; Partnerships for Problem Solving
- MPD Policing for Prevention Booklet; Authorities, Accountabilities, and Duties: District Commander, Assistant District Commander (Captain), PSA Lieutenant, PSA Sergeant.
- MPD Policing For Prevention Booklet; The Role of the Community

The Metropolitan Police Department is looking forward to working with the Independent Monitor and completing the requirements of this Memorandum of Agreement.

## **F r a t e r n a l O r d e r o f P o l i c e**

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The Fraternal Order of Police is the Labor Union for all police officers, technicians, detectives, and sergeants on the Metropolitan Police Department. The Metropolitan Police Department recognizes the importance and value of including them in Memorandum of Agreement endeavors.

On February 5, 2002, an Impact Bargaining meeting was held between representatives of the Fraternal Order of Police and Metropolitan Police Department to discuss the impact of the Memorandum of Agreement on the negotiated labor contract. As a result of that meeting, several actions occurred to provide the Fraternal Order of Police with greater access and influence on the Department's Memorandum of Agreement compliance efforts.

The Metropolitan Police Department recognizes the importance and value of including [the FOP] in Memorandum of Agreement endeavors.

The Fraternal Order of Police was invited to select a representation to become a member of the Compliance Monitoring Team. Former Metropolitan Police Department Commander Jacqueline Barnes was hired by the Fraternal Order of Police as a consultant and designated as the FOP's representative to the Compliance Monitoring Team.

Ms. Barnes attended a series of Compliance Monitoring Team meetings and provided input into the development of the draft Use of Force and Use of Force Investigations General Orders that were provided to the Department of Justice. Additionally, the Fraternal Order of Police was provided with copies of both of these drafts documents, as well as a copy of Force Investigation Team Operations Manual.

Moreover, Inspector Joshua Ederheimer conducted a presentation to Fraternal Order of Police executives on March 6, 2002, about the Force Investigation Team and the Compliance Monitoring Team.

Nonetheless, on March 7, 2002, the Fraternal Order of Police filed an Unfair Labor Practice Complaint against the Metropolitan Police Department with the District of Columbia Public Employees Relations Board. The Labor Union cites changes in terms and conditions of employment relating to the Memorandum of Agreement as the reason for the filing.

On Tuesday, March 19, 2002, Ms. Barnes notified the Department that the Fraternal Order of Police would no longer participate in Compliance Monitoring Team activities.

The Compliance Monitoring Team sent a letter to Ms. Barnes on March 20, 2002, encouraging the Fraternal Order of Police to reconsider their decision, and to work with the Compliance Monitoring Team.

The Department of Justice has been kept apprised of the actions of the Fraternal Order of Police as it relates to Memorandum of Agreement-related items. A matrix completed by the Compliance Monitoring Team outlining FOP concerns, along with a copy of the latest MPD-FOP Collective Bargaining agreement (expiring in 2003), was submitted to the Department of Justice on February 22, 2002.

## **Other Activities**

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The Metropolitan Police Department recognizes its responsibility to share as much information as possible in the most efficient manner to Memorandum of Agreement stakeholders such as the Department of Justice and the Independent Monitor.

Accordingly, the Compliance Monitoring Team and the Special Operations Division Canine Unit arranged a canine tactics demonstration for Department of Justice and U.S. Attorney's Office representatives. That demonstration took place outdoors on Friday, February 8, 2002.

Additionally, the Compliance Monitoring Team and the Institute of Police Science Defensive Tactics Training Unit arranged for a demonstration. On Friday March 22, 2002, representatives from the Department of Justice and U.S. Attorney's Office attended a defensive tactics training demonstration at the Institute of Police Science.

Finally, on April 2, 2002, the Metropolitan Police Department submitted a workshop proposal for the 109<sup>th</sup> IACP Annual Conference. The workshop proposal is entitled ***Law Enforcement and DOJ Partnerships: Creating and Implementing a Memorandum of Agreement.***



Defensive tactics Training Demonstration,  
March 22, 2002

The workshop, if selected, will chronicle the establishment of the Memorandum of Agreement and share with other agencies the experiences of the Metropolitan Police Department and the Department of Justice on this project. A copy of the workshop proposal was submitted to the Department of Justice on April 15, 2002.

The Metropolitan Police Department is committed to completing the balance of reforms contained in the Memorandum of Agreement. We are pleased at the significant progress that has already been made. The Metropolitan Police Department is confident that it is well on its way to becoming the national model on how to uphold the rule of law while using force only when and to the extent necessary.

## At - A - Glance Activity Summary

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1. MPD-DOJ Memorandum of Agreement, signed June 13, 2001
2. Creation of the Compliance Monitoring Team, February 2002
3. Creation of Compliance Monitoring Team Organizational Plan enumerating MPD's Strategic Plan for MOA implementation, March 1, 2002
4. Compliance Monitoring Team Executive Committee meeting, March 22, 2002
5. Creation of Draft General Orders/Policies and Matrices
  - a. Use of Force General Order, March 12, 2002
  - b. Use of Force General Order Revision Matrix based on January 10, 2002, Department of Justice letter, March 12, 2002
  - c. Use of Force Investigations General Order, March 12, 2002
  - d. Use of Force Investigations General Order Revision Matrix based on January 10, 2002, Department of Justice letter, March 12, 2002
  - e. Use of Force Incident Report Form Application Summary, March 12, 2002
  - f. Use of Force Incident Report Form Example,<sup>5</sup> March 12, 2002
  - g. Use of Force Incident Report Form Revision Matrix based on January 10, 2002, Department of Justice letter, March 12, 2002
  - h. Handling of Service Weapons General Order, April 15, 2002
  - i. Handling of Service Weapons General Order Revision Matrix based on January 10, 2002, Department of Justice letter, April 15, 2002
  - j. Use of O.C. Spray General Order, April 15, 2002
  - k. Use of O.C. Spray General Order Revision Matrix based on January 10, 2002, Department of Justice letter, April 15, 2002
  - l. Canine Teams General Order, April 15, 2002
  - m. Canine Teams General Order Revision Matrix based on March 15, 2002, Department of Justice letter, April 15, 2002
  - n. Force-Related Duty Status Procedure General Order, April 15, 2002
  - o. Performance Assessment Management System (PAMS) Special Order,<sup>6</sup> April 15, 2002
  - p. Carrying Weapons Aboard Aircraft General Order, April 15, 2002
6. First Round of meetings with MOA Taskholders, March 22 – 28, 2002
7. MPD-DOJ Memorandum of Agreement Progress Report, April 2002
8. Creation of the Force Investigation Team, January 1999
9. Creation of Force Investigation Team-II, January 2002
10. Interim Canine Policy, May 4, 2000
11. Implementation of the PAMS personnel tracking system
12. PPMS RFP issued, December 2001
13. PPMS Proposals distributed for review, March 28, 2002

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<sup>5</sup> Note: This is an automated form that had been printed out for demonstration and review purposes

<sup>6</sup> This Special Order represents an interim policy until the Personnel Performance Management System is implemented. This Special Order updates and replaces the Department's current Early Warning Tracking System Special Order.



14. Independent Monitor interviews, November 2001, & January 2002
15. Independent Monitor selected, March 2002
16. FOP Meetings, February 2002
17. FOP participation with CMT, February – March 2002
18. K-9 demonstration, February 2002
19. Defensive Tactics demonstration, March 2002
20. IACP workshop proposal, April 2002